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This guide does not apply to the Air National Guard or US Air Force Reserve units and members. It clarifies management roles and responsibilities in Air Force Materiel Command (AFMC). The intent is not to change SM roles and responsibilities but rather to clarify them in the context of a changing world. Responsibilities of other materiel management players are addressed with respect to their interface with SM activities.

Roles and responsibilities of IWSM players and recognition of the specific differences between system program directors (SPD) and product group managers (PGM) are clarified. The designation of materiel group managers (MGM) is eliminated. Existing MGMs will be reviewed and redesignated as PGMs where development is involved or the workload merits. The SPD/PGM remains accountable to their customers throughout the life cycle for program execution, including cost, schedule, and performance.

Clear accountability for industrial operations is essential as AFMC implements the Depot Repair Enhancement Program (DREP). Product directors are responsible for depot maintenance and materiel management functions assigned to their organizations. Product directors provide products and services to supported SPD/PGMs and customers and report to the air logistics center (ALC) commander for sustainment activity. SPD/PGMs may serve as product directors.

SPD/PGMs may be responsible and accountable for both product management and repair and modification industrial activities (i.e., commodity repair, programmed depot maintenance, modifications, software maintenance, etc.). These responsibilities may be executed directly by an SPD/PGM or through a system support manager (SSM) who reports to an SPD/PGM. SPD/PGMs retain the role as an SM. SMs are responsible for customer readiness through a combination of direct control and advocacy of their customers' requirements to supporting SMs and product directors.

FOREWORD

This guide focuses on the SM's roles and responsibilities. The SM serves as the single-face-to-the-customer and must ensure customer satisfaction. An SM is empowered with authority over numerous program decisions and resources required throughout a system or product's life cycle. These include all aspects of planning, development, sustainment, and evolution. SPDs and PGMs retain the role as an SM.

A senior review of the structures and workload assignments of ALCs concluded that each center arrangement was based on valid rationale such as facilities utilization or management overhead reduction. The variation is driven by the nature of products assigned and type of maintenance performed. Thus, this document does not recommend a "standardized" organizational structure and resource allocation scheme be applied across the command. Instead, it clarifies the roles of the ALC commanders and product directors.

An Air Force corporate decision to place responsibility for programming and execution of sustainment funding with using major commands (MAJCOM) precludes direct control of funding by SMs, however, we are making progress in increasing visibility of funding by weapon system. Most sustainment funding flows from using MAJCOMs through the appropriate center commander to the performing activity (i.e., ALC product directorate). Thus improved visibility was needed to allow SMs to monitor system support cost, identify funding shortfalls, and develop options and trades for their customers.

Ultimately, it is leadership creating teamwork and partnerships between SMs and other stakeholders that ensures our ultimate customer, the warrior, is satisfied.

1. Background. This guide is in response to an action from a March 1996 SAF/AQ and HQ USAF/IL sponsored conference. The conference identified a need to define IWSM-driven SM responsibilities and relationships. The HQ AFMC/CC tasked HQ AFMC/XP to lead a team with membership from the field to:

- Clarify SM roles, responsibilities and authorities.
- Define relationships between SMs and other principle players in materiel support.
- Develop an SM's Bill of Rights (attachment 1).
- Clarify funding flow and Defense Working Capital Fund (DWCF) obligation authority.

- Examine ALC organization as it pertains to SM "ownership" of resources (depot repair, modification, programmed depot level maintenance, software, etc.).

1.1. IWSM is the management philosophy AFMC established to manage our products and support our customers. This philosophy was designed to be dynamic so that it can evolve to meet the changing needs of our customers. Since the formation of AFMC in July 1992, we have seen adjustments to this philosophy based on a commonsense approach. The integrated product development philosophy, a key IWSM tenet, has been expanded to integrated product and process development (IPPD) in alignment with the definitions in recent Office of Secretary of Defense (OSD) publications. Special emphasis is placed on clear accountability for the Depot Maintenance Activity Group (DMAG) and Supply Management Activity Group (SMAG). These relationships must be fully understood by SPD/PGMs to assure customer support.

1.2. Acquisition and sustainment of Air Force systems often require activities be conducted at more than one AFMC center. IWSM provides the framework for identifying and building relationships necessary to link SMs and centers to the appropriate acquisition and sustainment chains. This link is required since resources (manpower, facilities, equipment, etc.) are allocated to the centers, rather than through the program. The central purpose of IWSM is to integrate all acquisition and sustainment for systems and product groups to ensure that each system and group can meet its peacetime and wartime missions. To accomplish this goal, IWSM establishes an SM for each system and product group to satisfy customer requirements and to manage resources assigned.

1.3. The four key elements of the IWSM philosophy are: single-face-to-the-user; cradle-to-grave responsibility; Quality Air Force; and IPPD. This guide does not change this philosophy.

- The first element, single-face-to-the-user, empowers an SM with the widest range of program decisions and resources to satisfy customers' requirements throughout the system or product life cycle. Where practical, dedicated resources are assigned to an IWSM program manager's organization within the resident center or at another center for program support. In other cases, where deemed to be more efficient, the industrial capability is shared among more than one program, e.g., depot maintenance.

- The second element, cradle-to-grave management responsibility, requires the SM to examine all program decisions from a life cycle perspective and establish relationships with all government and contractor suppliers to ensure responsive customer support throughout the life cycle. The system life cycle may extend beyond United States/Department of Defense (DoD) deactivation to include support for those foreign customers who continue to use the system.

- The third element, Quality Air Force, requires a focus on customer needs while improving processes.

- The last element, IPPD, employs a multidisciplinary functional team approach to manage and integrate critical processes. The integrated product teams (IPT) take ownership of products and processes and focus on customer satisfaction.

1.4. These tenets will continue to be applied to the design and organization of IWSM programs. AFMC operates in a dynamic environment. Base Realignment and Closure decisions, maturation of production programs, and business process reengineering will result in the movement and reorganization of many IWSM program offices.

1.5. This guide outlines the roles and responsibilities for management of the DMAG and SMAG by the designated chief executive officer (CEO), chief operating officer (COO), and chief financial officer (CFO). (AFMC/CC Memo, 8 May 96)

1.6. The relationships outlined in this guide are key to maintaining the critical link between development and materiel management activities of SMs and all supporting activities.

2. **Definitions.** Fundamental definitions of the terms that apply to the management of IWSM programs are provided as further background for discussion of roles and responsibilities:

2.1. Air Force Acquisition Executive (AFAE). Assistant Secretary of the Air Force for Acquisition.

2.2. Chief Executive Officer (CEO). HQ AFMC/CC is the CEO for all depot maintenance and inventory management activities in the command. HQ AFMC/CC has executive oversight of the entire depot maintenance program and is accountable for its overall performance. The CEO can delegate responsibility for all command maintenance and inventory management activities to the COO. Each ALC/CC is the CEO for depot maintenance and inventory management activities at their ALC and is responsible to the command CEO, HQ AFMC/CC.

2.3. Chief Financial Officer (CFO). HQ AFMC/FM is the CFO responsible for bringing the financial point of view to bear on important decisions the command has to make. As such, the CFO is responsible for administration and oversight of the command's financial operations. The CFO acts as the principle advisor to the COO and CEO, and is AFMC's focal point for all DWCF financial matters. The ALC/FL will be the DMAG/SMAG CFO for activities at their center.

2.4. Chief Operations Officer (COO). HQ AFMC/LG is the COO for depot maintenance and inventory management activities in the command. The ALC executive director (CD) will be the DMAG/SMAG COO for activities at the center.

2.5. Command Country Manager (CCM). The individual residing in the Air Force Security Assistance Center (AFSAC) responsible for integrating AFMC's portion of a country's total foreign military sales (FMS) program into a comprehensive, cost-effective support package.

2.6. Defense Working Capital Fund (DWCF). A specific working capital fund account established to satisfy recurring DoD support requirements using a business-like customer/provider approach. The Air Force activity groups include the DMAG and SMAG.

2.7. Development System Manager (DSM). The lead individual at an AFMC product center when an SM located at another center delegates a specific development task to the supporting product center. The DSM reports directly to the SM.

2.8. Foreign Military Sales (FMS) Case Manager. The individual responsible for FMS case management from receipt of requirement through final case closure. The case manager directs actions needed to satisfy a foreign purchaser's requirements within the scope prescribed by implemented letters of offer and acceptance (LOA). Case managers reside only in SAF/IA or AFSAC.

2.9. IWSM Program. A collection of acquisition programs and sustainment activities required to acquire and support Air Force systems and materiel under the direction of an SM for the life of the program. For example, the B-1B Aircraft IWSM Program components include the Conventional Munitions Upgrade Program, Defensive Avionics Upgrade Program, and Simulator Program.

4

2.10. Military System. A discrete, stand-alone system or collection of systems and related resources which, in conjunction with user support and operation, provide a capability to accomplish a specific military mission; e.g., B-52, F-22, or Global Positioning System.

2.11. Product Director. The individual leading a product management directorate who is responsible for the goods and services provided. Product directors report to the ALC commander. In some IWSM programs, the SM is also a product director. In these cases, the individual will be rated by the program executive officer (PEO) or designated acquisition commander (DAC) according to AFM-CPD 500-12, *AFMC Rating Chain*, but must recognize their reporting responsibilities to the ALC commander within the sustainment chain.

2.12. Product Management Directorate. An ALC organization that provides support for SMs and is designated as a source of repair or services for a grouping of products. It includes the DMAG and SMAG activities for the products assigned. ALCs establish product directorates based on synergy of processes, facilities, specialized technical expertise, and span of control.

2.13. Product Group. A group consisting of several like products in all life cycle phases that are characterized by an ongoing development requirement as well as a much larger cumulative sustainment effort, e.g., electronic combat products, propulsion, avionics, etc.

2.14. Product Group Manager (PGM). The individual responsible for decisions and resources in overall AFMC product group management. The PGM is the single person who is charged with all cost, schedule, and performance aspects of acquisition programs within a product group and related sustainment activities. Typically, the PGM's products are in direct support of one or more military system SPDs. PGMs are responsible to the SPDs who are the single-face-to-the-customer. PGMs sometimes provide support directly to Air Force users and other customers but report directly to the PEO or DAC.

2.15. Program Master List (PML). The PML is the official list of consolidated (IWSM) programs, maintained by HQ AFMC/DR.

2.16. Security Assistance Program Manager (SAPM). The individual designated by an SM to execute assigned FMS programs. Responsible for assuring cost, schedule and performance of an FMS program within the scope prescribed by the FMS case.

2.17. Single Managers (SM - SPD/PGM). SMs are responsible to their customers for all aspects of the planning, development, sustainment, and evolution of the products they acquire and support. SMs serve as the single-face-to-the-user for their respective systems or products. SMs are responsible for program performance and overall health of the product. DoDD 5000.1, *Defense Acquisition*, requires that no more than two levels of review exist between the program manager and the Milestone Decision Authority which, in the case of major and selected non-major programs (ACAT IC and II), is the AFAE. Within the Air Force, the IWSM SM serves as the program manager. This places the SM, through the PEO or DAC, only two levels below the AFAE.

2.18. System Program Director (SPD). The individual directing an Air Force System Program Office (SPO) who is ultimately responsible and accountable for decisions and most resources in overall program execution of a military system. The SPD is the single person, identified in a program management directive (PMD), who is charged with cost, schedule, performance (including sustainment) of a program. The SPD's primary customer is the user. The SPD reports directly to the PEO or DAC to which the program is assigned. The SPD interfaces with other SMs and ALC product directors to meet customer requirements.

2.19. System Support Manager (SSM). The lead individual at an AFMC organization (e.g., ALC) when an SM located at another center delegates sustainment responsibility for the system/product to the supporting depot. SSM reports directly to the SM.

3. Roles. In fulfilling their obligation to be the single-face-to-the-customer, SMs must perform a variety of roles, build many relationships, and manage the interfaces between their program activities and processes used to develop, sustain, and evolve their products. Central among these roles is to lead an organization dedicated to acquiring and supporting the products assigned. As the leader of a program operating within an AFMC organization, the SM must work with many organizations to develop teams built upon the philosophy of IPPD. From this foundation, the SM manages acquisition programs and assures the readiness of fielded products. SMs identify programs, projects, and activities as indentures to the program office on the PML. Manpower assigned to these indentures must match the PML for unit manning document code requirements. SMs must consider inputs from all stakeholders to ensure the incorporation of technology that optimizes future capabilities to the customer.

3.1. SM Model. *Figure 1* depicts that the SM serves as the primary channel of weapon system or product group specific MAJCOM customer contact. In order for this process to work, it is imperative that SMs establish relationships with other SMs, test centers, and ALC product directors who provide products and services in support of the system. The SM is responsible for participating in the MAJCOM/lead command Mission Area Plan development process, and to develop executable options for the customer. All SMs are responsible for establishing a planning function for their system or product. This ensures continued evolution of the technology to improve the capabilities of the system, product, or materiel. The SM will seek inputs from all links in the technology, acquisition, and sustainment chain to ensure future capabilities optimize combat capability for the operational customers. The Air Force Modernization Planning Process and the Systems Engineering Process facilitate this planning function.

Figure 1.   SPD-PGM-Product Director Relationships. (NOT an organization chart)

* PRODUCTS

SERVICES

MAJCOM

DESIGN
REQUIREMENTS

EXECUTABLE
OPTIONS &
END PRODUCT

SYSTEM PROGRAM DIRECTOR (SPD)

PRODUCT GROUP MANAGER (PGM)

REPAIR
REQUIREMENTS

EXECUTABLE
OPTIONS &
PRODUCTS

PRODUCT DIRECTOR
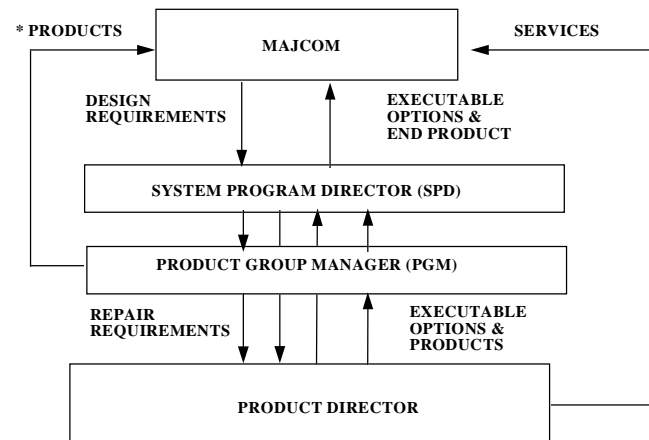
*** Direct link to customer for PGM managed items
when there is no parent system or SPD**

4. Responsibilities. Successful acquisition and sustainment of military systems require complex interaction among many players. Understanding the responsibilities of each player is crucial to effective teamwork. Listed below are the primary responsibilities of the Air Force organizations and people accountable for developing, providing, and sustaining systems and products for a wide range of customers. The roles of ALC staff organizations, product directorates, and international activities are emphasized.

4.1. Single Managers (SPD/PGM). SMs perform numerous roles in fulfilling their responsibilities to customers. SMs may also be product directors. SMs are not responsible for product management and industrial operations not under their control. While they may not be accountable, they must still advocate for their customers and work issues through the sustainment chain on their behalf. The outline below highlights key responsibilities under five roles.

4.1.1. Leader of an Organization:

- Includes all stakeholders as IPT members.
- Clearly communicates program goals.
- Leads people in planning, executing, and implementing core processes.
- Identifies weaknesses in processes and propose solutions.
- Innovates, strives for optimal solutions, and seeks better ways to manage.
- Incorporates lessons learned from similar programs and actively seek inputs from other participants.

4.1.2. Single-Face-to-the-Customer:

- Be customer focused to provide users with the best, most cost-effective system or capability.
- Be candid about program status, including risks and problems as well as potential solutions and likely outcomes.
- Primary interface with the user (operating MAJCOMs), HQ AFMC, other SMs, ALC product directors, and PEO/DAC.
- Negotiates with customers on program execution, presents execution options.
- Participates in customer's requirement definition process and support user-conducted studies.
- Responsible for program performance and overall health of the system or product group.
- Advocates for the users within AFMC and air staff on various issues.
- Conduit to AFMC support for users, laboratories/technology, test, other SPDs and PGMs, etc.
- Ensures that validated user requirements drive the planning process.
- Manages program interfaces.
- Decision maker for the system.

4.1.3. Acquisition Manager:

- Accepts, implements, and expedites program direction from acquisition executives.
- Manages their programs to the best of their abilities within approved resources.

- Is the operating official responsible for program execution within the guidelines of the PMD, Acquisition Program Baseline, and acquisition strategy.
- Accountable for cost, schedule, and performance of the acquisition program(s) assigned.
- Accountable for program execution to the AFAE through the PEO/DAC.
- Ensures timely acquisition planning (including Acquisition Strategy Panels, Single Acquisition Management Plans, request for proposals (RFP), and source selections.
- Reports directly to the PEO or DAC on all matters of program cost, schedule, and performance for programs assigned.
- Ensures timely completion of Contractor Performance Assessment Reports.
- Serves as Award Fee Board chairperson or fee determining official on award fee contracts.
- Ensures acquisition support concepts align with the selected sustainment strategy.
- Executes FMS and interservice programs assigned.
- Represents customer (MAJCOM, FMS, etc.) concerns to contractor.
- Plans and conducts development test and evaluation (DT&E) per the Test and Evaluation Master Plan (TEMP).
- Plans, budgets, and works with operational test community to provide resources required for support of Operational Test and Evaluation.
- Ensures PML is current and accurate.
- Establishes Defense Contract Management Command (DCMC) representation on the appropriate program teams and maintains memorandums of agreements with cognizant DCMC organizations.

4.1.4. Planner and Integrator:
- Identify key team members who are responsible for the execution of each core process.
- Prepare thorough estimates of financial and personnel resources required to manage acquisition programs and sustain systems and products.
- Provide interface between program office and center staff responsible for core processes.
- Are the central business planners for weapon system or products.
- Are proactive in planning for future needs.
- Participate in mission area planning activities.
- Are the system integrators who coordinate activities of contractors and other SMs as they affect the system or product.
- Are partners with the customer in the Planning Programming Budgeting System (PPBS).
- Integrate all program budget requirements.
- Execute appropriated funds in a timely manner.
- Interface with other involved SMs and product directors.
- Are the configuration control authority.
- Integrate requirements of multiple customers.
- Participate in Technology Planning Integrated Product Team (TPIPT) meetings.

- Identify technology insertion opportunities.
- Develop a Concept Of Operations (CONOPS) to define how the program will be managed.
- Maintain an IWSM Plan that identifies key players and defines relationships and responsibilities of organizations required for program success.
- Maintain a financial function to keep current on funding rules, congressional actions, and developing estimates for PPBS requirements.
- Involve DCMC in acquisition planning activities through the center DCMC liaisons.

4.1.5. Readiness/Product Support Manager:
- Ensures adequate sustainment support to all system users (United States and foreign) for as long as they operate the system.
- Efficiently manages appropriated funds and DMAG/SMAG activities as assigned.
- Executes supply support division (SSD) and reparable support division (RSD) buy funds.
- Executes RSD repair funds.
- Is the liaison for depot activities between MAJCOM and the center.
- Implements the critical item program.
- Manages the war readiness materiel (WRM) Program.
- Does product/weapon system performance analyses.
- Supports depot repair decision process.
- Maintains product safety including safety of flight where applicable (i.e., SPD is the "airworthiness authority" of the system).
- Provides customer support directly to warfighter (e.g., accident investigation).
- Final authority to approve, append, and publish technical data.
- Issues time compliance technical orders--ground aircraft when necessary.
- Negotiates with other SMs and DoD agencies (e.g., Defense Logistics Agency {DLA}) for support, parts, etc.
- Chairs system supportability reviews and develops weapon systems assessments such as the Sustainment Executive Management Report.
- Manages the Contractor Logistics Support Program, if required.

4.2. SAF:

4.2.1. SAF/AQ:
- Provides direction for all acquisition programs through the appropriate PEO or DAC.
- Issues PMDs for all acquisition programs.
- The service acquisition executive and SAF/AQ staff interact with SMs and other IWSM players to resolve major program issues and guide acquisition investment decisions.
- Plans and implements nondevelopmental acquisitions and cooperative research and development with other nations.

- Is the source selection authority for Acquisition Category I (ACAT) and selected programs, unless otherwise directed by the Secretary of Defense or the Secretary of the Air Force (SAF).
- Nominates candidates to the SAF for PEOs and SPDs for ACAT I, and other selected programs (with advice from the Chief of Staff of the Air Force [CSAF]).
- Acquisition programs' interface with Congress, OSD, and the other services/agencies, and other offices within the air staff.

4.2.2. PEO/DAC:

- Oversees acquisition program costs and scheduling to meet all performance requirements according to baselines, program direction, and acquisition strategy.
- Directs SMs assigned to their portfolio, emphasizing planning, reporting, and preparing for milestone and other program reviews.
- Ensures that program offices focus on satisfying operational requirements within affordability constraints.
- Ensures timely execution of financial resources.
- Participates with program offices to maintain a continuous dialogue with using and supporting commands.
- Gives early warning to the AFAE and air staff of significant problems or issues.
- Helps the air staff identify reprogramming sources inside their programs for "top down" directed requirements.
- Ensures compliance with statutory and regulatory restrictions.
- Authorizes below-threshold investment appropriation reprogramming for their portfolio of programs.
- Responsible for program performance and overall health of all assigned systems or groups.
- Ensures validated user needs drive the planning process.
- Approves nonadministrative program changes to the PML.

4.2.3. SAF/IA:

- Develops, implements, manages and supervises the USAF's international affairs, international technology transfer control, and security assistance programs.
- SAF/IA country directors work with the PEO/DAC chain and SMs to obtain data necessary to develop Price and Availability data and LOAs which are processed through the Defense Security Assistance Agency and presented to the FMS customer.
- Works with SAF/AQ and mission area director to issue international programming directives for FMS acquisitions.
- Gives projected security assistance requirements and related data to AFMC for analysis and planning.
- Works with the AFMC's AFSAC and SAPM to manage country programs and cases.

4.3. HQ USAF:

4.3.1. HQ USAF/IL:

- Establishes weapon system support policy.

- Manages and advocates sustainment funding requirements that support Program Objective Memorandum (POM), budget estimate submission (BES) and President's Budget (PB) preparation.

- Works directly with SMs, PEO/DACs, and AFMC to resolve issues concerning individual weapon system requirements and sustainment problems.

- Coordinates policy and taskings with SAF/AQ to eliminate conflicting and duplicative guidance and overlapping taskings.

4.3.2. HQ USAF/XO:

- Establishes weapon system requirements and operating policy.

- Acts as the program element monitor (PEM) for programs prior to milestone I.

- Serves as the air staff focal point for approval of all operational requirements documents.

- Reviews master plans through assigned PEMs and operations monitors.

- Chairs mission resource allocation panels that develop plans for POM, BES, and PB preparation.

- Manages and advocates modification program funding.

- Notifies affected commands of funding shortfalls that impact implementation of validated requirements.

- Provides projected force structure programming changes to using commands and AFMC.

4.3.3. HQ USAF/IN:

- Reviews and validates the using command threat data during the planning process.

- Provides threat information or data and reviews master plans.

- Helps SAF/AQ and HQ USAF/IL advocate funding requirements documented in master plans during POM, BES, and PB preparation.

4.3.4. HQ USAF/PE:

- Reviews master plans to ensure that they accurately reflect programmed force levels.

- Works with the air staff in helping to develop a balanced force structure.

- Is the focal point for PPBS process, Air Force group/panel/team processes.

4.3.5. HQ USAF/TE:

- Provides policy, resources, and oversight of the test and evaluation (T&E) process.

- Is the focal point for the TEMP process.

4.4. Air Force Materiel Command (AFMC). Supports the SMs by providing technical assistance, infrastructure, test capabilities, laboratory support, professional education, training and development, and all other aspects of support for AFAE, PEO, DAC, and SM functions.

4.4.1. AFMC Commander:

- Is responsible and accountable under CSAF's authority for sustainment of Air Force systems.
- Is the CEO for Air Force depot maintenance and inventory management activities.
- Advises and assists the AFAE through formal and informal channels.
- Establishes, with the AFAE and HQ USAF/IL, a process to satisfy command infrastructure requirements and advocates during POM preparation.
- Supports the centers by providing manpower and facilities.

4.4.2. HQ AFMC Staff:

- Develops and maintains command policy and procedures.
- Implements seamless cradle-to-grave management philosophy and processes to acquire, evolve, and sustain systems and product groups.
- Assigns missions to AFMC organizations.
- Provides assistance to the SMs and product directors.
- Organizes, trains, equips, and provides a command infrastructure to support organizations that manage systems and product groups.
- Facilitates the establishment of sustainment processes to address requirements and associated funding.
- HQ AFMC/DO is the advocate for test resources and provides oversight of the T&E process within AFMC.
- HQ AFMC/LG is the COO for command DMAG/SMAG activities.
- HQ AFMC/FM is the CFO for command DMAG/SMAG activities.
- HQ AFMC/XP provides manpower authorizations to field commanders to support program manpower requirements.
- HQ AFMC/PK provides oversight of the command contracting policy and processes.
- AFSAC initiates policy and procedures peculiar to security assistance programs and serves as the AFMC staff advocate for FMS support concerns.

4.4.3. AFMC Product and Logistics Center Commanders:

- Serve as the DAC for all acquisition programs assigned.
- Establish and maintains a SPO to manage each assigned system or product group.
- Support SMs and product directors located at their centers.
- Provide resources (e.g., manpower and personnel) and core processes required to conduct the business activities required by each program.
- Ensure center staff assists SMs directly or through a matrix organizational structure.
- ALC commanders are responsible and accountable under the CSAF's and AFMC/CC's authority for sustainment and continued readiness for the adequacy and effectiveness of sustainment resources.
- Ensure product directors and PGMs at their centers provide appropriate support to SMs.
- Each ALC/CD will serve as the COO for DMAG/SMAG activities.

4.4.3.1. Product Director . ALC product directors report to the ALC commander and are responsible for providing the capability to supply, repair, and manage materiel in support of AFMC SMs and other customers (e.g., DoD agencies, other services, foreign military customers etc.). Product directorates receive funding for program specific support such as technical services, sustaining engineering, program related travel etc., through the respective SM.

- Efficiently manages appropriated funds and DMAG/SMAG activities as assigned.
- Executes SSD and RSD buy funds.
- Implements the critical item program.
- Manages the WRM program.
- Supports depot repair decision process.
- Negotiates with SMs, other DoD agencies (i.e., DLA) for support, parts, etc.
- Provides required support to SMs.

4.4.3.2. ALC Directorate of Financial Management and Logistics (ALC/FL). Each ALC will maintain a directorate with responsibilities for comptroller and logistics functions. Responsibilities include:

- Budgeting, allocation, execution and management of DMAG/SMAG, operations and maintenance, procurement, and other financial activities.
- Office of primary responsibility for execution of the DREP.
- ALC CFO for DMAG/SMAG.
- Management of logistics information systems.
- Home office for materiel management, depot maintenance, and financial personnel.
- Some financial management personnel formally assigned to ALC/FL will be matrixed to product directors.

4.4.3.3. ALC Directorate of Plans and Programs (ALC/XP). Each ALC will main tain a directorate with responsibilities for:

- Manpower, organization, and quality. This includes development and administration of the center manpower and quality programs.
- Development of the POM inputs for center infrastructure.
- Wartime plans and contingency operations.
- Strategic planning.

4.4.4. Geographically-Separated Units:

- Product or support groups that are geographically separated from AFMC centers have established commanders.
- These commanders function as the SM for the products assigned.
- Material systems group and space systems support group are examples of these groups.

4.4.5. International Programs:

4.4.5.1. Air Force Security Assistance Center (AFSAC):

- Serves as the AFMC directorate for all international activities, including International Cooperative Research and Development.

- Provides guidance and procedures, and facilitates communications with other organizations for the SM to support AFMC participation in international programs.

- Assists SMs in developing program plans beneficial to both the programs and US international relationships.

- Works with SAPMs, SMs and others to provide "total package" programs for customer (i.e., sustainment plus items unrelated to the basic weapon system such as: vehicles, facilities construction, data systems, etc.).

- Ensures AFMC activities are performing valid international workloads to support the mission effectively and efficiently.

- Ensures training, resources and expertise are provided to support the SM relative to international opportunities and international business.

- Develops policy and procedures required for the effective management of FMS programs.

- Serves as the AFMC staff advocate in addressing FMS customer concerns to the AFMC support structure

- Serves as the case management organization for selected FMS cases.

- Provides general FMS program and specific customer country expertise to facilitate optimal structuring and execution of requirements.

- Serves as the USAF focal point for all FMS reports of discrepancies.

- Provides oversight of visits by senior representatives of foreign governments to AFMC installations.

4.4.5.2. Command Country Managers (CCM):

- Provide overall management of the Country Program, which is the total of all AFMC cases and lines.

- Integrate FMS customers' various system acquisitions and sustainment requirements into a Country Program to eliminate unnecessary duplication.

- Establish cases in the Security Assistance Management Information System (SAMIS) and assist

- SAPM in tracking requirements in SAMIS.

- Provide security assistance expertise to the SAPM (e.g., LOA, case directives, etc.).

4.4.5.3. Security Assistance Program Manager (SAPM). Is the individual who normally resides with, and is rated by, the SM and:

- Evaluates letters of request (LOR).

- Gathers data and executes the program as stated in both the international program directive or PMD.

- Interfaces with the foreign governments or international organizations.

- Coordinates efforts of those managing activities in support of FMS cases, and ensures the case manager is informed of progress and any problems.

- Develops the FMS Management Plan, and, in coordination with the CCM, issues the command case directive (CCD) to appropriate line managers within and outside AFMC for program execution.

- Ensures that the case manager is informed of all changes in cost, schedule, performance, source of supply, supplemental conditions, program additions, modifications, and deletions, and other program adjustments.

4.4.6. Test Center Commanders:

- Maintain T&E infrastructure.

- Coordinate use of test resources through single-face-to-the-test-customer (SFTC) offices.

- Establish responsible test organizations (RTO) when directed by HQ AFMC/DO.

- Provide test services for programs assigned.

4.4.6.1. Single-Face-to-the-Test-Customer (SFTC):

- Provides initial T&E planning support for acquisition and modification or product improvement programs.

- Provides T&E infrastructure investment planning support through the test investment planning and programming process.

- Documents and implements the Air Force T&E process.

- Provides test process education and training.

- Improves Air Force T&E efficiency and cost effectiveness through disciplined T&E process application; program test options identification; assisting customer understanding of test resource capabilities; and proper test resource application.

5. Relationships:

5.1. AFMC Relationships. IWSM relationships are generally well understood. However, some key relationships within AFMC warrant clarification. Each program is unique and requires its own set of relationships that should be specified in planning documents (i.e., CONOPs, IWSM Plan).

5.2. System Program Directors (SPD) and Product Group Managers (PGM). SMs must work together to effectively plan the evolution and support of systems. PGMs work with SPDs, MAJCOM staff, and TPIPTs to identify opportunities for technology insertion. Through concurrent planning, PGMs and SPDs may identify opportunities for common solutions to user needs. SPDs normally serve as the single-face-to-the-customer for their systems and PGMs serve as suppliers to SPDs.

5.3. Single Managers (SPD/PGM) and ALC Product Directors. The SMs should have working relationships with the product directors who provide services for their systems. Product directors serve as suppliers to SMs and users. In some cases, SMs are also product directors.

- Because modification to components and subsystems may impact other system level modifications, SMs and product directors must coordinate their activities in this area.

- SPDs must maintain configuration control for their systems and, thus, must be advised on plans to replace or modify shop and line replaceable units.

- A supplier rating system that enables SMs and others to rate and assess performance of repair and supply activities that support the system or products within their responsibility is considered an AFMC Best Practice. Effective supply chain management allows SPDs, PGMs, and ALC product directors to place management attention on items that cause the most impact to the customer.

- SMs should communicate the impact of funding shortfalls and system support problems and provide feedback to supporting product directors.

- SPDs/PGMs are responsible for costs incurred by product directors to provide program specific support (travel in support of program, technical services contracts, printing of technical orders, etc.).

5.4. System Support Managers (SSM). The SSM is the lead individual at an AFMC center when an SM located at another center delegates sustainment responsibility for the system/product to the supporting organization. In most cases, SSMs are located within the ALC product directorate performing materiel management for the system. While the SSM reports directly to the SM, they are supported by the host center. SSMs manage the resources assigned by the host center. During development phases of acquisition programs, SSMs are responsible for identifying program requirements to integrate new systems and products into Air Force and DoD standard logistics systems and activate depot repair facilities. Following deployment, SSMs serve as the leader of the support team within their center and perform a wide range of product support and materiel management activities.

5.5. Development System Managers (DSM). The lead individual at an AFMC product center when an SM located at another center delegates a specific development task to the supporting product center. The DSM reports directly to the SM. DSMs may reside in a product support organization, mission area support office, or similar acquisition support organization. In these cases, the director of the organization is responsible for providing manpower, personnel, facilities, and processes required to the DSM to execute the acquisition program or product support activities assigned. The PEO/DAC for the activities conducted by the DSM will be that of the SM to whom they report.

5.6. Single Managers (SPD/PGM) and ALC Director of Financial Management and Logistics (ALC/FL): ALC/FL assists the SMs in receiving the financial resources, training, procedures facilities and systems necessary to execute their acquisition and sustainment mission. Personnel provided may either be assigned or matrixed. ALC/FL is responsible for providing functional oversight through such forums as the Budget Requirements Review Board.

5.7. SM-AFSAC Relationships. For FMS system acquisitions, an IPT will be established. The IPT will integrate and coordinate the efforts of tasked organizations within AFMC and other USAF elements. IPT membership will include, as appropriate, the USAF case manager, the SAPM, the AFMC CCM and representatives from SMs, product directorates, and other supporting units. The IPT integrates activities before, during, and after preparation of an LOA and through program implementation, execution and case closure. When an FMS program includes items or services not directly related to the weapon system (e.g., vehicles, data systems, construction, etc.), the IPT will determine the appropriate management and integration methods. For FMS system sustainment, the SM ensures the FMS customer country and the CCM are aware of available and needed system support elements. The CCM, in turn, works with the customer country to structure an FMS country program that best satisfies requirements within the customer's administrative and financial constraints.

5.8. Single Managers (SPD/PGMs) and Test Centers. The interface between IWSM programs and test centers is critical to a successful evaluation program. SMs must form early working partnerships with test centers. Participation of the appropriate SFTC organization is critical to T&E planning and execution.

5.8.1. Single-Face-to-the-Test-Customer (SFTC). To facilitate these relationships, an SFTC office has been established for electronic combat, munitions, Command, Control, Communications, and Computers (C4I), aeronautical/avionics/propulsion, and space mission areas. The SFTC offices are located at AFMC test centers are the starting point for SMs to begin planning the test effort for their program. It is important to make the SFTC part of the acquisition team well before the RFP process starts. In addition, the SFTC should also be an integral part of the TEMP development. Effective early test planning will optimize the test methodology and will affect the contractors' proposals. The SFTC will review the risk areas of the program and outline an acquisition test strategy to mitigate them. Finally, the SFTC will recommend an RTO to the SM who will forward it to HQ AFMC/DO for approval and designation.

5.8.2. Responsible Test Organization (RTO). HQ AFMC/DO designates the RTO based on the recommendations of the SM and the SFTC. For AFMC programs, the SFTC office works with the SPO to establish the RTO. The RTO works to execute the DT&E activities defined by the program team. A test manager is designated by the RTO to manage test activities on behalf of the SM.

6. Core Processes. The IWSM core processes are the principal functional processes typically accomplished during the life cycle of a system. They vary in scope and degree, according to the needs of individual programs. Each core process has policy and guidance that facilitates the implementation of the process. SMs are responsible for appropriately applying the core processes on their programs. The eight core processes are:

- Contracting
- Financial Management
- Program Management
- Requirements Definition
- Sustainment
- Systems Engineering
- Technology Master Process
- T&E

6.1. Product and logistics centers also maintain centers of expertise for a limited number of business activities which require the application of several core processes (e.g., RFP support, source selection, manpower support, etc.). In these cases, the center staff provides a service to the IWSM program offices to improve execution of critical activities.

7. Policy/Issue Resolution. If a policy breakdown causes a problem, the SM should seek resolution through the appropriate HQ AFMC function to SAF/AQ for acquisition policy or HQ USAF/IL for sustainment policy.

7.1. Acquisition Policy:

- Acquisition policy is the responsibility of the AFAE.
- SAF/AQ, the AFAE's staff, develops and issues Air Force level acquisition policy.
- HQ AFMC issues command acquisition polices approved by the New Policy Review Team, whose membership includes SAF/AQ, USAF/IL, HQ AFMC, and center personnel designated by SAF/AQ.
- AFMC centers are prohibited from issuing acquisition policy. This assures uniform implementation of acquisition policy.

7.2. Sustainment Policy:

- Sustainment policy is the responsibility of the CSAF.
- HQ USAF/IL, the CSAF's staff, develops and issues sustainment and readiness policy.
- HQ AFMC issues command sustainment policy applicable to logistics and product centers.
- AFMC centers may issue implementing instructions for sustainment after coordination with HQ AFMC/LG.
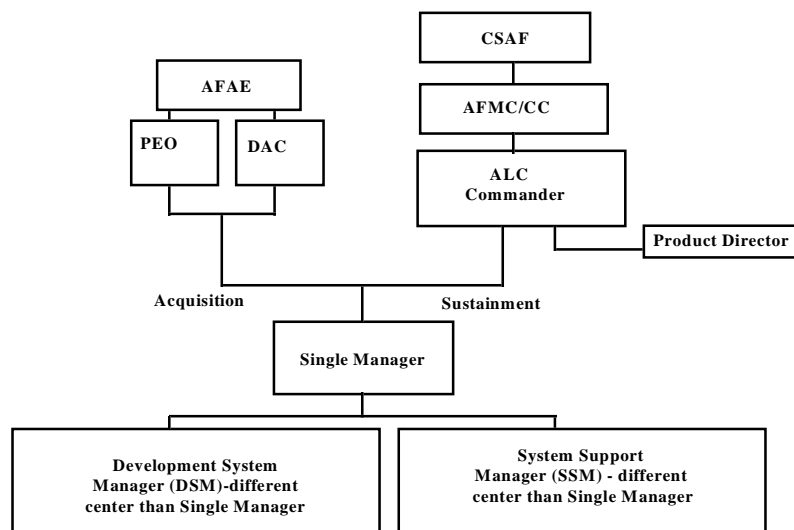
7.3. Chain of Authority. Figure 2 depicts the acquisition and sustainment chain of authority. Arrangements wherein managers report to more than one stakeholder are not unusual in modern organizations that manage the development, production, and support of complex products.

Managing program interfaces is one of the chief responsibilities of SMs and product directors. SMs may use their PEO/DAC to work with commanders at other centers. The SPD/PGM is the only individual where responsibility and accountability for both acquisition and sustainment come together. Additionally, SPO responsibilities are highly dependent on the support (people, facilities, processes, and funds) provided by center commanders and users. Success can only be achieved when SMs, center commanders, and users work closely together.

- The SPD is rated by, and reports to, either a PEO or a DAC.
- The AFAE designates programs for management by a PEO based on program cost (i.e., ACAT) or other factors that warrant visibility.
- PGMs are usually rated by their respective DACs, but may report to a PEO if designated by SAF/AQ.
- SSMs/DSMs manage their respective support/development functions for, and report to, the SPD/PGM.
- Product directors report to ALC commanders.
- When an SPD/PGM is also a product director, the individual will be rated by the PEO or DAC according to AFMCPD 500-12 but must recognize their reporting responsibilities to the ALC commander within the sustainment chain. Thus, SPD/PGMs in the acquisition chain may also be accountable to the sustainment chain.

On mature programs, the DAC and ALC commander is often the same individual.

Figure 2.   Reporting Relationships.

7.4. Acquisition Chain. *Figure 3* depicts the authority flow for acquisition from the AFAE to the PEO/DAC to the SM. Air Force Acquisition Policy (96A-006, 18 Jun 96) reflects only two categories of programs--PEO and DAC Programs.

Figure 3.   Acquisition Chain as Defined by DoDD 50000.1.


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                    ┌──────────────────────────────────┐
                    │               DAE                │
                    │  DEFENSE ACQUISITION EXECUTIVE    │
                    └──────────────────────────────────┘
                                   USD(A&T)
        ┌──────────────┐      ┌──────────────────┐
        │     SAF      │      │       AFAE       │
        │  SECRETARY   │      │  AF ACQUISITION  │
        │  OF THE AF   │      │    EXECUTIVE     │
        └──────────────┘      └──────────────────┘
           ┌──────────────────┐      ┌──────────────────┐
           │      DAC         │      │      PEO         │
           │  DESIGNATED      │      │   PROGRAM        │
           │  ACQUISITION     │      │   EXECUTIVE      │
           │  COMMANDER       │      │   OFFICER        │
           └──────────────────┘      └──────────────────┘
           ┌──────────────────┐      ┌──────────────────┐
           │  Single Manager  │      │  Single Manager  │
           └──────────────────┘      └──────────────────┘
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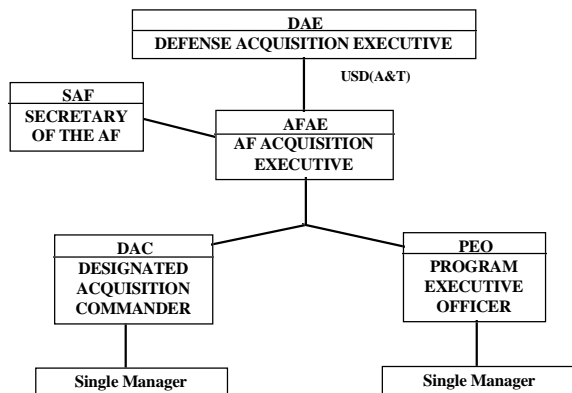
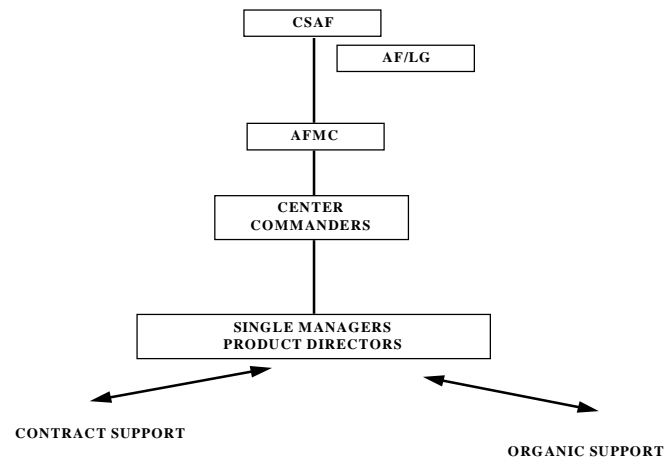**7.4.1. Acquisition Issues** . If the SM is unable to resolve an acquisition program issue, the PEO/DAC is the first avenue for resolution in the acquisition chain of command.

7.4.2. Acquisition Resources. Acquisition funding is generally programmed by the using MAJCOM and provided to the SPD/PGM. The PMD, while not a funding document, provides the authority to execute. The acquisition chain goes through the PEO to communicate funding requirements and trade-offs between program cost, schedule, and performance. At the same time, relationships must be maintained with the center commander through the center support staff to reach agreements on manpower and support services.

7.5. Sustainment Chain. *Figure 4* depicts the sustainment chain from the CSAF through the AFMC Commander and center commanders to the SMs and ALC product directors, who together are responsible for all sustainment activities. The HQ USAF/IL, as part of the CSAF, staff provides logistics processes and resources for the Air Force. Support for sustainment efforts comes from several sources.

Figure 4.   Sustainment Chain.

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                    ┌──────────────┐
                    │     CSAF     │
                    └──────┬───────┘
                           │   ┌──────────────┐
                           │   │    AF/LG      │
                           │   └──────────────┘
                    ┌──────┴───────┐
                    │     AFMC     │
                    └──────┬───────┘
                    ┌──────┴───────┐
                    │   CENTER     │
                    │  COMMANDERS  │
                    └──────┬───────┘
          ┌────────────────┴─────────────────┐
          │      SINGLE MANAGERS             │
          │      PRODUCT DIRECTORS           │
          └──┬───────────────────────────┬───┘
       ◄─────┘                           └─────►
  CONTRACT SUPPORT
                                      ORGANIC SUPPORT
```

7.5.1. Sustainment Issues. If the SM is unable to solve a sustainment issue with the supporting SM, or ALC product director, the ALC or product center commander is the first avenue for resolution in the sustainment chain of command.

7.5.2. Sustainment Resources. Appropriated sustainment funding is generally programmed by the using MAJCOM and flows through the user to the SM or product director to purchase military system support. This flow makes close ties to the user extremely important for effective programming and execution. A mutual understanding of expectations, abilities, and resources is required. Business funds (e.g., DMAG and SMAG) depend on customer demand. Allocation of those resources occurs at the command or center level based on sales to customers and established processes.

7.6. Commanders Role in Issue Resolution and Resource Management. The product and logistics center commanders are responsible and accountable to support the SMs, SSMs, and DSMs with resources to include people, facilities, processes, and support funding. While research and development and production funds are provided directly to the program through HQ AFMC, much of the sustainment funding is controlled by the user. For this reason, the SM can only be held accountable to the extent that the commanders and the users provide the resources required for executing the program. If resources are not adequate, the SM is responsible for bringing the issue/problem forward through established working relationships, supportability reviews, etc. The SM must keep abreast of the issues worked by ALC product directors in support of their system and be an active advocate of their customer(s) in working with the product directors.

CLAUDE M BOLTON,   JR
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Attachment 1 BILL OF RIGHTS

SMs' Bill of Rights

SPD/PGMs have the RIGHT to:

⇒ Clear line of authority for acquisition and sustainment

⇒ Authority commensurate with their responsibilities

⇒ Timely decisions by senior leadership

⇒ Adequate financial and personnel resources

⇒ Consistent support from product directors and supporting SPD/PGMs

⇒ Be candid and forthcoming without fear of personal consequences

⇒ Speak for their program and have their judgments respected

⇒ The best available training and experience for the job